

DAWES, DYNAMIC BUDGET CHIEF, AT CLOSE RANGE

Director, Whose 'Open Face' Language on National Economy Astounded Washington, Acts as Forcefully as He Talks

By RALPH A. COLLINS.
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OFFICIAL Washington, D. C., July 9. — The new budget chief, Gen. Charles Gates Dawes, is a man of many things, and particularly to changing Administrations and popular policies that flare and wane, is rubbing its eyes. Minor officials in a settled routine of generations of motheaten precedent and procedure are disturbed. They are all a-flutter and as restless as a stray covey in a field full of dogs. And all because Charles Gates Dawes has come back to official life.

When President Harding sounded the slogan for more business in Government it was generously applauded, but Old Man Routine in Washington and his time tried comrade Precedent just quickered. How could they know that Gen. Dawes was to ride the race, and that they were to meet an entirely new type of Government executive?

In the person of the General a new dynamic force struck the capital. Officialdom was jolted. In fact it is quite upset. When the General was made Budget Director he came on the next train and things began to happen. Bureau chiefs are taking stock. The General was largely famous for his "Hell an' Maria" sobriquet, earned in his description of Congressional investigations and investigators. And now after a brief period the sobriquet doesn't nearly express the views of officialdom as represented by the subordinate officers of the Executive Government.

Dawes Demands More Action Than a Motion Picture Director

To them this man, once a bureau chief himself, is a strange being from another world. He says what he believes and means what he says to the fullest shading of a picturesque vocabulary. He demands more action in a minute than a motion picture director does in six reels, and action is necessary to keep up with him. The new Budget Director means business, and to Washington he is the best result getter who has ever come to public office. Even before his commission was made out or he was given legal status under the budget law the General began to get action.

Gen. Dawes said at the start that he would not wait for the budget system to go into operation. So he began to do things. From the train he caught a taxi over to the White House the day after he was appointed. Within half an hour he had the President's authority to get ahead.

The General named his staff of personal assistants immediately, and called a meeting of all bureau chiefs in every executive department in Washington, besides all of the scores of independent establishments, many of which grew mushroomlike when war was declared and still remain badly inflated, both as to personnel and expenditures.

His Lecture on Economy Fairly Shakes the Bureau Officers

That session was memorable. The President said a few words of introduction, and Gen. Dawes cut loose with a lecture to these staid and conventional bureau officers that fairly shoved them off their chairs. Gen. Dawes drove home to every one of the officials the idea that he is going to have Government economy or bust in the attempt. The President was behind him in every tone, and told these officials so.

This preliminary was followed up with the formal get together meeting later of the budget officers designated to deal with the budget bureau, over which the President again presided and announced that the whole power of the Government is back of Gen. Dawes in his economy programme. So much for the preliminaries. The budget system has begun functioning at full speed.

All of this was done in record time by a man who is not physically impressive despite his great height and big frame. The Director is well over six feet and weighs more than 200. His features are small but rather sharp. Attention to them is bound to centre on his wide and piercing gray eyes that snap with the vitality of his quick action. With it all, in shirt sleeves in his office, with a pair of old fashioned glasses over his shoulders, the General does not look impressive, but when he went into the budget assembly that included every executive officer of the Government from the highest to the lowest his force and his personality were overwhelming.

Means to Make Nation's Business Operate Within Its Income

"I am told," he said, "that the savings I have outlined are impossible. They are not impossible. We are running a business—a corporation. Every business has to live within its income or fail. Every branch must keep within its allotment. Government officers will do likewise. No corporation officer would dare exceed his authorization. This will go in the future for Government officers."

Business in Government was a high sounding phrase, but it didn't really mean anything so far as performances went until Gen. Dawes got under way. But the General, who is quite a musician and composer by avocation, has written it to music, and the officeholders are in for a merry dance.

Talking of his work the General said:

"We are going to bring a new respect for Government dollars."

"We have a big task, and I am going to perform. Every other man must make good with me or get out."

"A great portion of appropriations for this year we are going to save. I don't want

the credit and I don't need the advertising. I want the people with me because only in that way can the end be achieved, and because it was their business I have told what is going on, but from this time forward I am going to retire from that end of it. Praise is good, but I expect the shower of praise to turn to a shower of bricks if we don't make good. I want it to. There is nothing like a jolt on the head to quicken ideas."

"This is not a personal undertaking with me. I am but a transient and won't be here long, but the work must go on. The people want it, and they get what they want when they really work around to the conviction that they want it."

Warns That Every Man Must Work To Stay in Government Service

"The old methods of spending Government money have gone to outrageous lengths. Bureaus have consistently overestimated, expecting Congress to cut. They spent every dollar allowed and more. Every man must now work for the Government corporation or get out. The Government is the biggest business in the land, and it should be run accordingly."

"Every man must make good. The man who cannot save in his office will bring some economy to the Government through the saving of his salary, for he will surely be separated from it."

"I have told every bureau and division chief that they must make economies and that those who do not must go. In this I don't want to stampede the honest men who have been cutting down all the time and are now on an economical basis, and I know that bureau chiefs can be easily stampeded. We will guard against crippling any portion of Government work. But there is one kind of stampede we will have, and that is a stampede for economy if I have to personally jab every man who has anything to do with spending to start him off."

Gen. Dawes is carried in "Who's Who" as a financier. He has been prominent in the business world for many years, but it was only recently, at the age of 56, that he came fully into the public eye through dexterous use of a vocabulary that went uncensored before a Senate committee, where much milder forms of language have brought severe reproof in the past. He is an Ohioan by birth, but achieved business and financial success in Chicago and the West. He was called to the colors as a major of engineers in June, 1917. In one month he was made a lieutenant colonel and in the following January a full colonel and appointed to Gen. Pershing's staff in France. His fine work

Gen. Charles Gates Dawes, National Budget Director, born in Ohio in 1865, banker, lawyer, author, Comptroller of the Currency, 1897-1902; man of picturesque speech, who does things.



GEN. CHARLES G. DAWES.

in keeping supplies moving for the A. E. F. soon won him the rank of brigadier general. The Budget Director plays as vigorously and as wholeheartedly as he works, but only

A Former Bureau Chief Himself, the Successful Financier Stampedes the Do Nothings, Not the Honest Division Heads

velop golf as well as golf develops the vocabulary his next assignment should be to get the English amateur cup.

Not only has Gen. Dawes clasped to his bosom the Harding slogan for more business in Government, but is equally enthusiastic over the twin, less Government in business. We have reached a place, he said, where we must not only clearly define but conscientiously execute the policies in this regard dictated by common sense. We are on our feet, but we didn't land running, and things have got to be speeded up.

Courage and Frankness Mark The Budget Director's Character

Gen. Dawes brings into play characteristics that are seldom seen these days. He has a hatred of frauds in any form. He despises hypocrisy. He loves frankness. In his own words, he likes to "see the cards laid on the table." He believes in being open and above board all of the time, everywhere. He is a man of infinite courage. Sometimes he loses self restraint and lets loose a torrent of high power cuss words that would do credit to any sailor. But that's Dawes. He expresses himself very bluntly and without hesitation. Ask him his opinion and you get it without delay. Ask him his reasons and he is right back at you with an answer just as quickly.

There's no camouflage about Gen. Dawes. He refers laughingly at times to his fame as "Hell an' Maria," gained by his vociferous denunciation of Congressional investigators and their methods a few months ago at the Capitol. But cuss words don't make up all of the Dawes vocabulary. They simply flash out on occasions when restraint is dropped for emphasis.

It's when Dawes runs up against an individual who offers him what is known in curbstone parlance as "bunk" that he loses his temper completely and fires away, hitting everything within range.

"Damn 'em," he said a day or two ago, "I dislike some of these pitiful little personalities who have strutted around in Government service for years, imposing themselves on capable workers, through desire to wield a little bit of power or to play politics."

"To hell with that type of man in Government service. That fellow must go and go quickly. He's not the kind that makes for efficiency, especially in Government. His crime is to hold the loyal and deserving fellows down. What we want in reconstructing this great business concern of the Government—the biggest business corporation in the world—is to humanize the whole establishment and rid ourselves of such objectionable types. There must be more incentive

for the plodding workers, who have been denied the recognition they long ago earned.

"Why, there's McCloud, one of the best men in the Government service. I knew him when I was Comptroller of the Currency. But he ought to be up higher, if merit counts for anything. He is not higher because of some of these little fellows have been playing politics. That is not going to be permitted in the future. It's a new day and a new way under this Administration."

He Overlooks No Opportunity Nor Lacks in Confidence

That's the way of Dawes. In his drive to inject economy into the governmental workings he is not going to overlook any chances to increase Government efficiency. He said that the problem can be worked out, although it will require a little time to do it. That it will be done Gen. Dawes is supremely confident.

Gen. Dawes is no stranger on the political stage. Coming back again into public service he will wield a power that for one man is unprecedented in the history of the Government, except, of course, in the case of the President himself.

Under the authority given by the law, and by regulations now approved by the President, Gen. Dawes holds the purse strings of the nation. Every dollar spent must be approved by him. This applies not only to funds that Congress has already made available and are now ready to be drawn from the Treasury, but it also has to do with all future estimates for appropriations made by Government agencies for public requirements.

Gen. Dawes has set out to save, if possible, as much as \$900,000,000 of the \$3,500,000,000 set aside by Congress to run the Government during the current fiscal year.

Director Dawes has spent most of his business life in the quiet, methodical confines of a big banking house. But he can rip loose in spectacular style in a big political gathering, with all the trimmings added, and he is perfectly at home buffeting around in a promiscuous crowd.

He is the head of the Central Trust Company of Chicago, one of the strongest banking concerns in the middle West, and he is also closely identified with many other business enterprises, either as a large investor or in their directorates. He is actively identified with gas company projects in several Western cities.

First Gained Political Prominence As a Supporter of McKinley

Gen. Dawes first attained political prominence back in 1896 as a supporter of William McKinley, then a candidate for the Presidency. A young man then, he was the guiding genius of a movement in Illinois which resulted in the Illinois delegation going to the Springfield convention with a solid block of votes for McKinley. Dawes was appointed Comptroller of the Currency in 1897 and served in that office until 1902. He established a reputation in that office as an officer of remarkable talents. Soon after resigning as Comptroller he became the head of the Chicago bank and has ever since been its executive head.

Away from the cares of business he romps like a boy at play. One of his favorite diversions is golf. He is a member of several big golf and country clubs at Chicago, and since coming to Washington has found time for his only diversion in an hour or two on one of the local golf links. But while he is on the job here Gen. Dawes probably will find little time for pleasure. Discussing the immensity of his task, Gen. Dawes said it meant burning the midnight oil for himself and for the others who are to be held responsible for the cuts in public expenditures.

General Will Be Right at Home With Harding and His Trombone

If he has any hobby it is music. It is said to be more of a passion with him than "cussing." He said himself that he likes music best. He has the record of having composed ballads and symphonies. To-day one of his symphonic poems, "Melody," is being played by Kreisler on a tour of the United States.

His musical bent has been known to his intimate friends. But the country has much to learn of his real artistic talents. Gen. Dawes will feel perfectly at home in company with the President and his trombone. Since young manhood he has been a musician. There is much of Gen. Dawes' life that remains unadvertised, including his benevolence in providing for the education and training of rising young artists. It is said that because of his generosity and enthusiastic support it is possible to maintain the Chicago grand opera upon such a successful standard.

While Gen. Dawes is in Washington he may not have time to compose anything quite approaching his "Melody," but he may jazz things up a bit with creations of a different sort by way of diversion.

The Music He Will Turn Loose Is the Kind to Please Taxpayers

The kind of music Gen. Dawes will turn loose in Washington will be the kind that every burdened taxpayer wants to hear. He has settled down to that job with a will. It's going to be bad music for the political tricksters who have fed so heavily at the public trough. But it will seem sweet to the public, crying for reductions in spending of public funds.

Gen. Dawes at work is a whirlwind. He snaps out his orders with true military "pep." He gets results and gets them quickly. Those who are associated with him are highly trained experts. They know the Dawes methods. Many of them have been with him for a decade or longer.

Probably the most vital cog in the entire Dawes machine is Francis Kilkenny, Chicago banker. When Kilkenny is around Gen. Dawes tears through a mass of work with lightning rapidity.

Dawes and Kilkenny are almost inseparable. Dawes "found" Kilkenny when he was Comptroller of the Currency. If Gen. Dawes had to part with all his other assistants and had to choose between them he probably would pick Kilkenny and stack his last dollar on him. Before Gen. Dawes finishes the job mapped out for him by the Administration Kilkenny will play a very important part, though he will do it inconspicuously and with only thoughts of duty to his big chief and to Uncle Sam.

Is Our Congress Overgrown and Underpaid?

By GEORGE F. AUTHIER.

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THE decision reached by Representative James W. Good of Iowa, chairman of the House Appropriations Committee, to abandon his Congressional career at the zenith of his success in order to engage in private business suggests a possible answer to the question, "What is the matter with Congress?"

That there is something the matter with Congress and that it needs "fixing" is admitted by members of the House themselves. They offer various explanations, but Chairman Good's retirement is an excellent answer to any curious questions that may be asked. Mr. Good is chairman of one of the most important committees of the House. His committee is the more important now because of the merger that has been effected of all appropriating agencies in the House into the one big Appropriations Committee. Not only does this committee appropriate the billions that are required to operate the Government but it influences the activities of all other committees because of its control of the Government's purse strings. Few members of Congress wish to run counter to the will of this tremendously powerful organization.

Another Public Man Who Wants To Look Out for His Future

Mr. Good's future political career is reasonably assured. In spite of this he abandons the position of superior influence he has attained through years of earnest service to engage in private business. Mr. Good frankly confesses that at the age of 55 he feels that the time has come when he should devote himself to the task of taking care of his future. He feels he must utilize the remaining years of his life to the prosaic task of making money.

No one who is a student of government can miss the significance contained in this decision. The fact is that members of Congress are poorly paid, that their tenure of office is uncertain and that public service offers no certainty of reward comparable to private activity in business.

Members of the House are paid \$7,500 a year. Their mileage and other perquisites are absorbed in overhead expense. A few years ago this might have been regarded as a reasonable salary, but with the increased cost of living it amounts in comparative purchasing power to something like \$3,500 per year.

In taking measure of this meagre salary some thought must be given to the overhead of a Congressional career. With the general extension of the primary laws every Representative who comes from a reasonably close district must go through two election fights. He must first secure the nomination and then must be elected. Both experiences are expensive. In addition to that there is

Important Men Without Personal Fortune Resign, Unable to Live on \$7,500 a Year—James W. Good a Recent Example

the expense involved in keeping his political fences intact. He is the natural object of approach by religious, charitable and social organizations within his district when funds are to be raised. Public spirited enterprises are not complete unless the Representative is included in the contributing list.

But this does not include all of the financial tribulations of the Congressman. Washington is the place where the high cost of living has reached its last word. The Representative must live in keeping with the dignity of his position. Washington landlords and merchants know this, and the approach of a Congressman is the signal for full speed ahead in the machinery of price fixing.

Under these circumstances no member of Congress, whether in the House or the Senate, can save money. He must work carefully if he does not pile up a deficit.

No Public Career So Uncertain as Congress

Assuming that he is an honest Congressman, resolved to prevent the establishment of embarrassing obligations, he will allow no one to finance his campaigns. Neither will he listen to quiet tips from those who are in close touch with the stock market,

nor will he accept fees from other sources. Congress is a large body, and only after years of effort can he hope to emerge from the partial obscurity that hedges around the average member.

A sense of devotion to the public service might warrant him in neglecting his own personal interests if he were assured of a permanent political career. But no career is more uncertain.

Assuming that he enters Congress after having established initial success in his professional or business career, he must leave all this and embark on a course that may be gratifying to his vanity but which takes him out of the race of life with other men. In the case of most members of Congress there inevitably comes the time of defeat. He may have served just long enough for younger men to have taken over his business. He has become attached to the fascinating life that prevails in the capital. American precedent demands that he can serve in Congress only in the district which is his home, and once defeated the chance of returning is a hundred to one.

With no money ahead, with his business gone, the future is especially gray to the defeated member. His constituents quickly forget the defeated one in their acclamation of the newly elected Congressman. The result is reinforcement of that pe-

Studying Jungle Folk by Airplane

JASON HUMPHREYS, the twelve-year-old English boy who flew with his father, the pilot, a camera man and a scientist from Cairo to Cape Town in March, enjoyed a more novel experience than most boys of his age will ever know. Indeed, there are not many grown-up aviators who have seen the African jungle and all its wild life from the air.

The sudden changes from bush to civilization as represented by clearings for small villages and farms in darkest Africa and back again impressed young Humphreys very much. Human habitation is hemmed in on all sides by dense jungle in Central Africa, but not more so than the behavior of the wild beasts and birds over which he was flying. These took the passing of the airplane variously. Birds showed almost no curiosity except in the remotest regions. "They just flew along with us or left us," says Jason. This, it is said, is because birds fly far, and during the years of the war African birds undoubtedly saw flying machines if not in Africa itself in the war zones, then in other parts. They had grown more or less used to them.

Wild beasts showed individual temperaments. Lions, tigers, leopards could be seen stalking along, oblivious to the giant purring overhead. If the machine came so low that the noise of the engine could not help

reaching them, they sidled under protecting underbrush, but they never looked up. The naturalist has offered no explanation for this. It is a new phenomenon and must be studied.

Usually lions, tigers and leopards are fearful of noises. They, in common with all wild beasts, are in terror of strange noises, and know from infancy, by instinct, that gunfire bodes them no good. "During the late war there was a general exodus of wild beasts from every quarter of Africa where any fighting was going on. They crashed through the jungles for miles trying to get away from the sound of the guns; they travelled far from their real homes, and enemies travelled together in their flight without molesting one another. Since the close of the war bushmen and hunters have found them all back home again or travelling back. Their indifference to the sounds of the airplane, therefore, is surprising.

Apes and monkeys made wild efforts to reach the topmost branches of the highest trees in order to get a better view, and they could be sometimes heard screaming to one another above the noise of the engine, more in excitement and curiosity, presumably, than in fear.

Giant hippopotami were indifferent, neither hastening their lumbering steps nor glancing up; they did not seek ambush, as did the cats. But rhinoceri were panic stricken. They rushed off headlong to cover. Crocodiles sprang from the banks of streams and hid beneath the surface of the water until the flying machine had passed. Pictures taken when the stream was fast receding into the distance show them just venturing to stick their heads above water.

cular army of ex-officials, a pathetic group, in Washington, known as the "lame ducks." If their party happens to be in power they may be well taken care of. In the majority of cases they remain in Washington until their ambition is sapped and they are willing to accept almost any position which will keep them in Washington and save them from the humiliation of returning to a humble position at home.

With this probable fate attending members, it is extremely natural that a Congressional career no longer has the fascination for able and forceful men it once had. Men who have proved their capacity in the ordinary walks of life prefer to continue in the pathways chosen, while those conscious of their own ability are prone to listen to the call of the financial and business world rather than to take chances where the pitfalls are so numerous.

This Uncertainty Fills Congress With Inferior Men

The result is that Congress is being filled with men who have nothing to lose by coming to Congress and with everything to gain. The effect upon the personnel is plainly evident. A test of this can be made by asking any person close to you to name five members of Congress outside of the delegation from his own State. In former days men of the breadth and depth of McKinley, Blaine, Springer, Garfield and Conkling were proud to serve in the House. To-day Theodore Burton of Ohio and Bourke Cockran of New York probably most nearly approach a national reputation.

Members of Congress realize what is the matter with their organization. They know in their inner consciousness that it is this falling off in quality which has enabled the executive to encroach upon the legislative branch of the Government.

They are aware also that the remedy is within their own hands. They know that the membership of Congress should be reduced in number and that salaries should be generously increased.

But the very realization of the falling off in the character of Congress makes members timid. From time to time by an indirect method they vote themselves additional compensation. This is done through increased allowances for clerk hire, for postage or for that mythical thing known as "mileage."

Whenever the question is raised some demagogic member, some individual who would probably be overpaid if he received half of the salary now accorded Representatives, declares the people will not permit members to vote themselves money, and the well directed effort usually ends in failure. Others who oppose increased salaries are the few rich members, who habitually turn their salary checks over to their secretaries and feel remunerated by the distinction of their position.

The movement to increase the salaries of members of Congress, Representatives say, cannot be led by members themselves. The movement must be started back home by the voters, who are really to blame for the present situation.

The present Congress probably has a higher degree of average intelligence than any recent Congress. But it is pitifully lacking in outstanding personalities. Its strong men are already yielding to the lure of the business world or are treacherously taking thought of the morrow and of what it may bring forth.

The tendency of the present situation is to bring about not only a lowering of the average of ability, but it makes a timid Congress and develops men who have not been delivered from the fear of political death.